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 - Review of NYPD objectives and how well they were achieved on 9/11
 - Assessment of NYPD's instruments of response and how well they were brought to bear
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- **Appendices**
 - Appendix A: Chronology of key events
 - **Appendix B: Survey findings**



SURVEY METHODOLOGY AND GOALS

Process

- *Field survey*: Random sampling of POs/Detectives through Lieutenants at outdoor range conducted May 14-17, 2002
- *First responder survey*: Eight visits to the morning roll calls at the 1st, 6th, 7th, 9th, 13th, TCD, Midtown South, and the Manhattan South Task Force
- *SOD survey*: Additional surveys administered to ESU, Aviation, and Harbor
- 746 total surveys

Contents

- Survey constructed to target 7 critical areas
 - Background information
 - Operational command
 - Deployment
 - Communications
 - Equipment
 - Training
 - Planning

Objectives

- Acquire a better understanding of the location and movement of the force throughout the day of 9/11
- Support or call into question anecdotal evidence collected from interviews of higher ranking MOs
- Incorporate opinions of larger segment of NYPD into final report

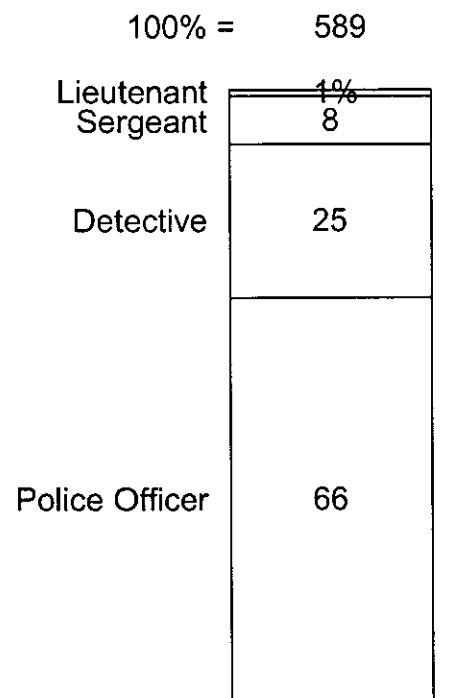
Note: This appendix primarily includes results from the field survey, which had 594 respondents. We have noted significant differences in the first responder and SOD surveys where they exist.

BACKGROUND INFORMATION

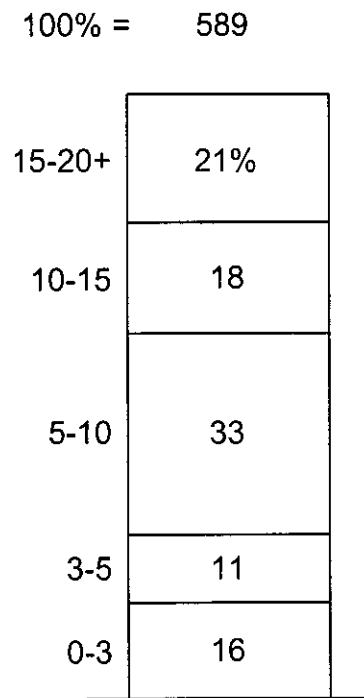
Percent, number of respondents

SURVEY
DEMOGRAPHICS

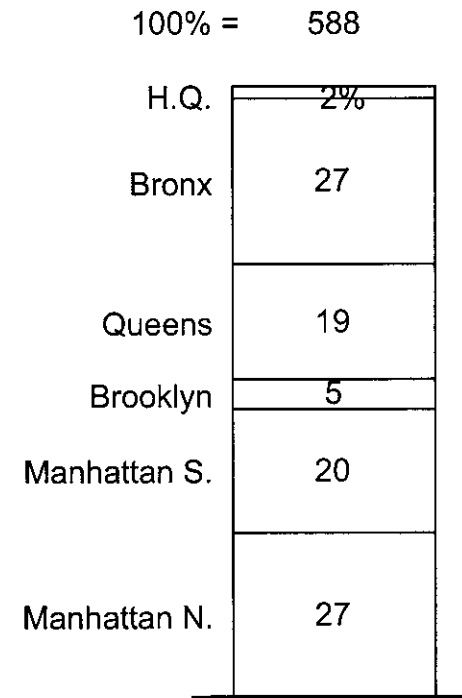
Respondent rank



Years on force



Borough assignment on 9/11*



* Staten Island less than 0.1%

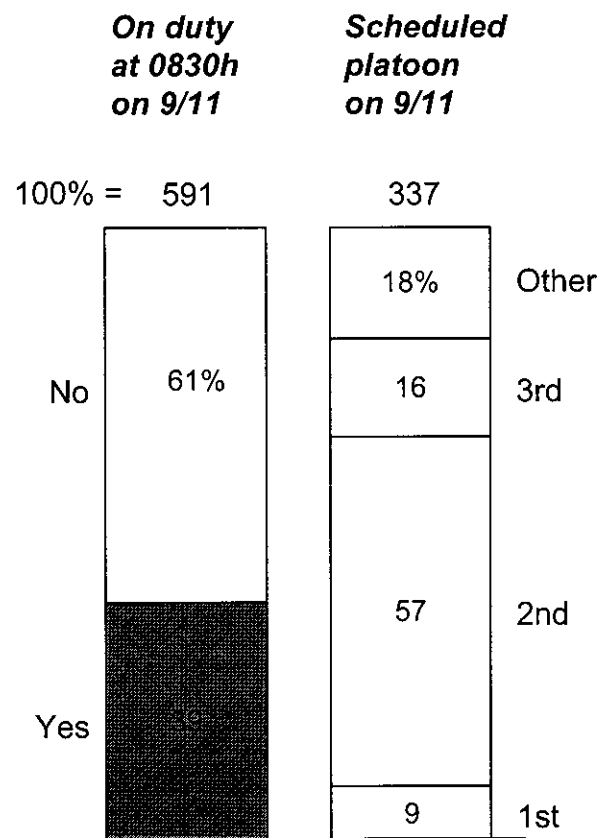
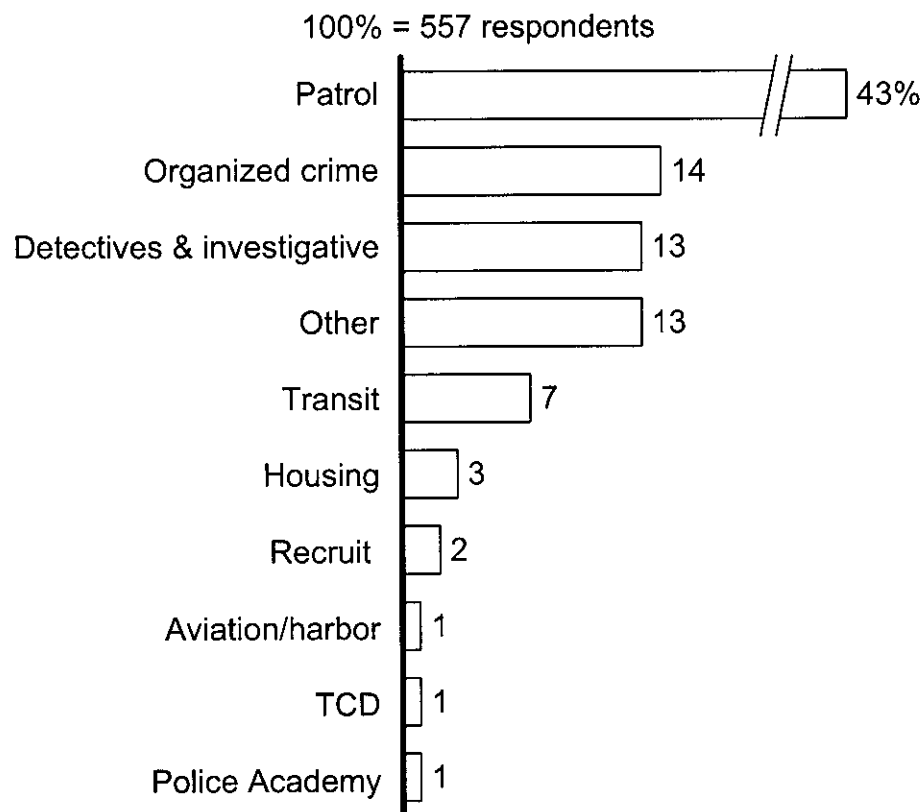
Source: NYPD Field Survey

BUREAU AND COMMAND ASSIGNMENTS ON 9/11

Percent, number of respondents

SURVEY
DEMOGRAPHICS

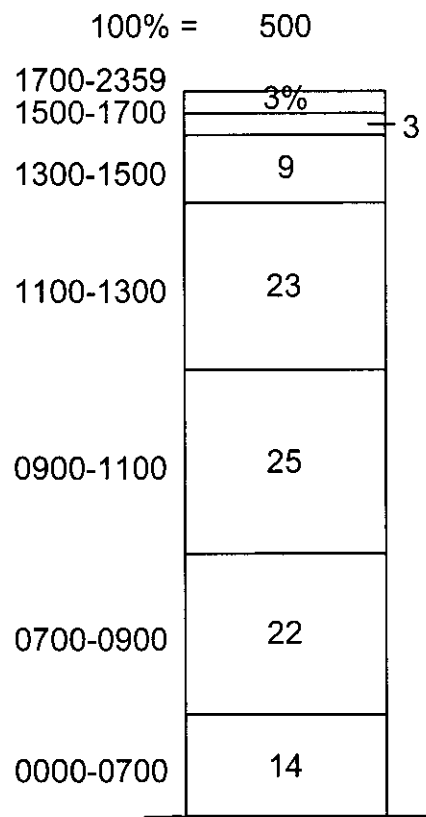
Bureau assignments



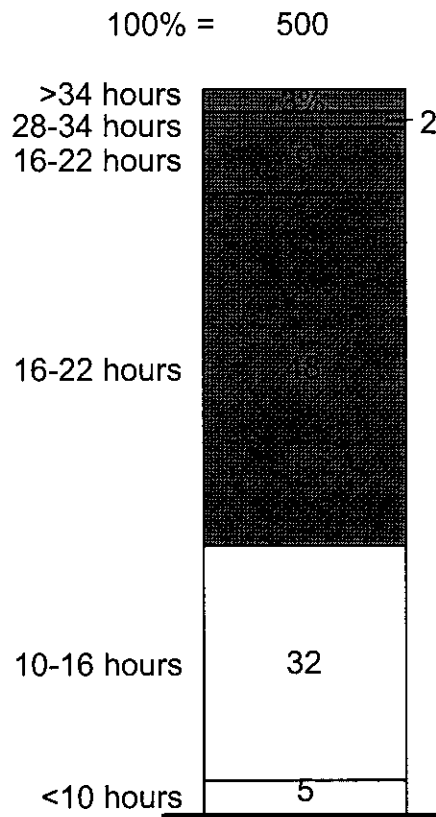
TOUR DURATIONS ON 9/11

Percent, number of respondents

"When did you start working on 9/11"



Tour duration on 9/11

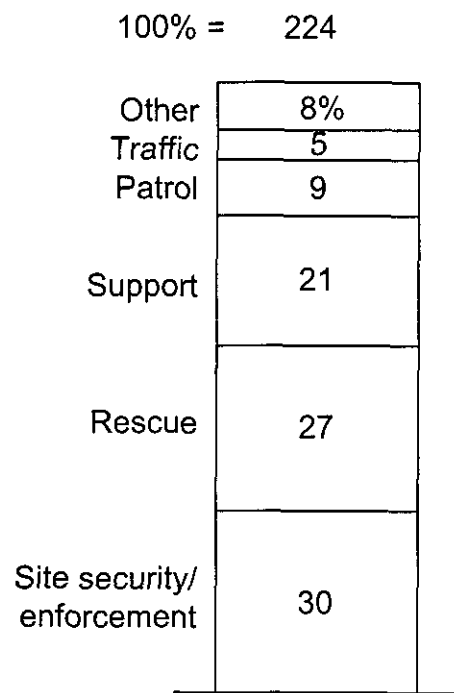


- Average tour length on 9/11 was 18 hours, with 62% working at least 16 hours
- Lengthy tours continued for months in many cases following the attack

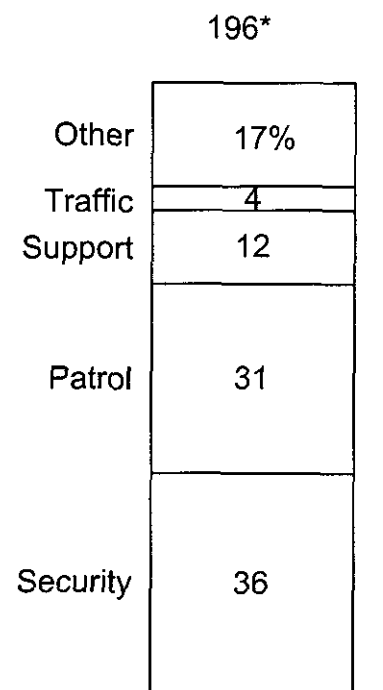
PRIMARY ROLE ON 9/11

Percent, number of respondents

If below Canal Street . . .



If above Canal Street . . .

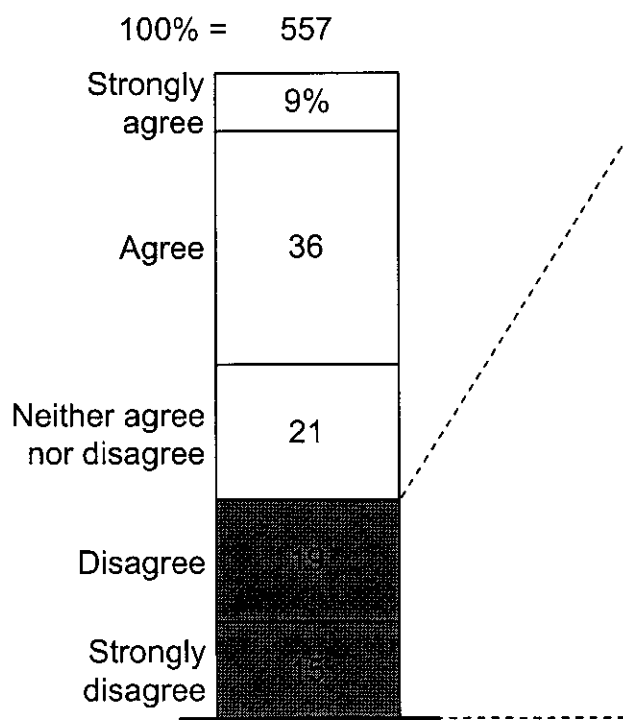
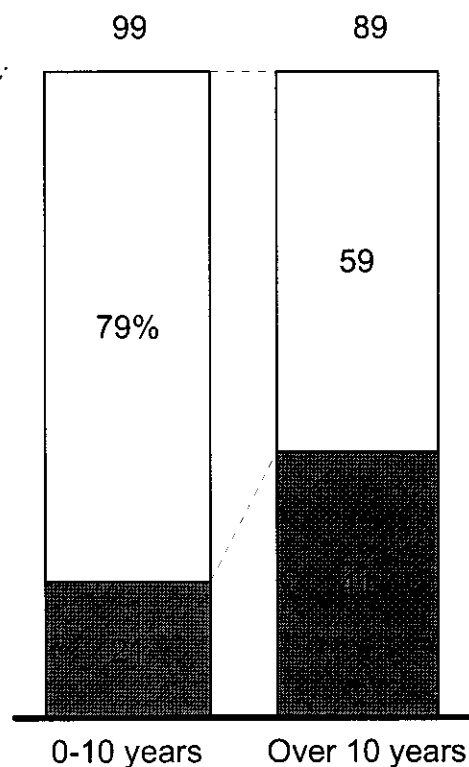
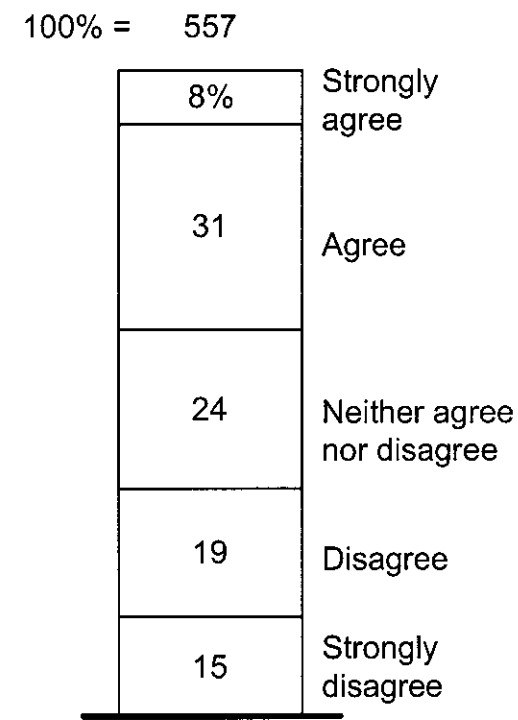


* Note: Response taken from surveys indicating individual was below/above Canal Street from demographics section of survey

Source: NYPD Field Survey

ROLES ON 9/11

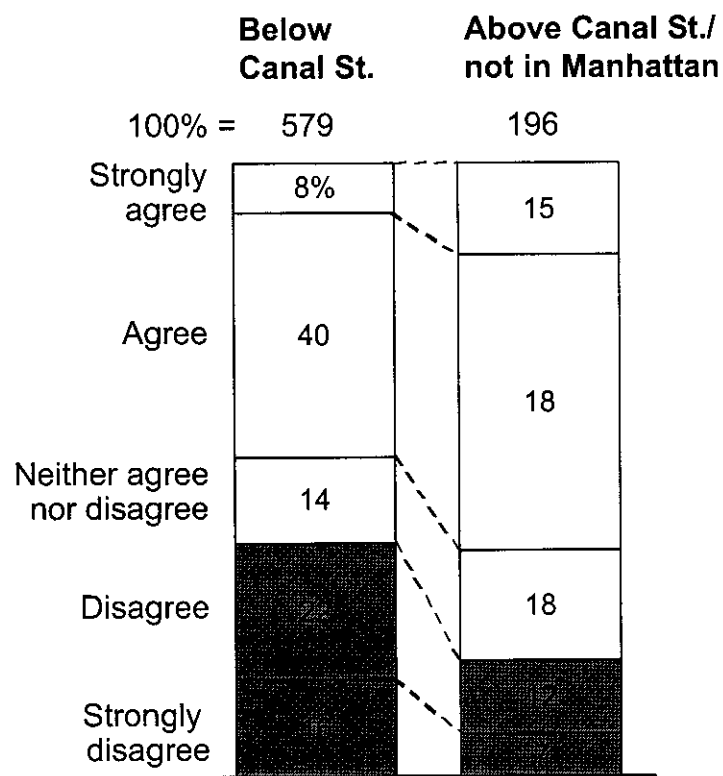
Percent, number of respondents

"I received clear instructions regarding my role on 9/11"***Tenure of respondents answering "Disagree" or "Strongly disagree"******"I think that my role on 9/11 was appropriate, given my training, experience, and the nature of the crisis"***

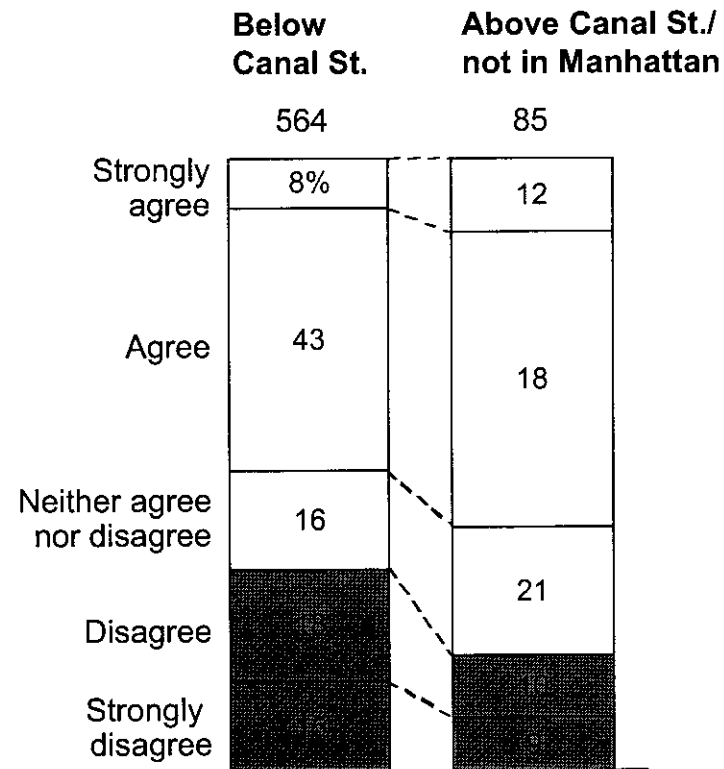
RESPONDENTS BELIEVE SUPERVISION WAS POORER IN THE DISASTER VICINITY THAN ELSEWHERE

Percent, number of respondents

"I was clear about who I was reporting to on 9/11"



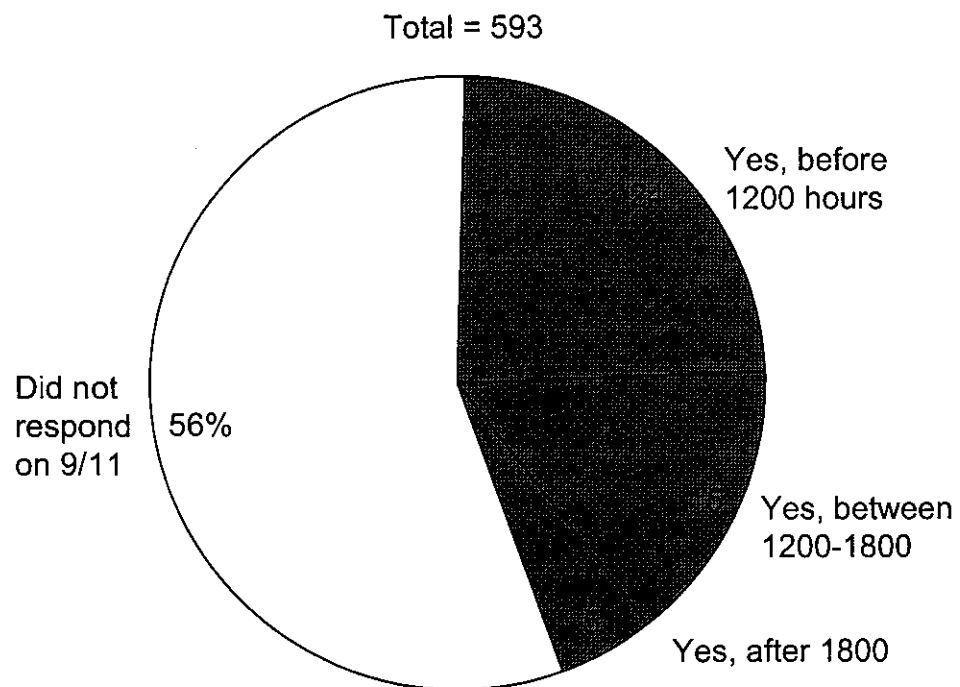
"I felt that my supervisor knew my location and role on 9/11"



RESPONDERS TO DISASTER SITE ON 9/11

Percent, number of respondents

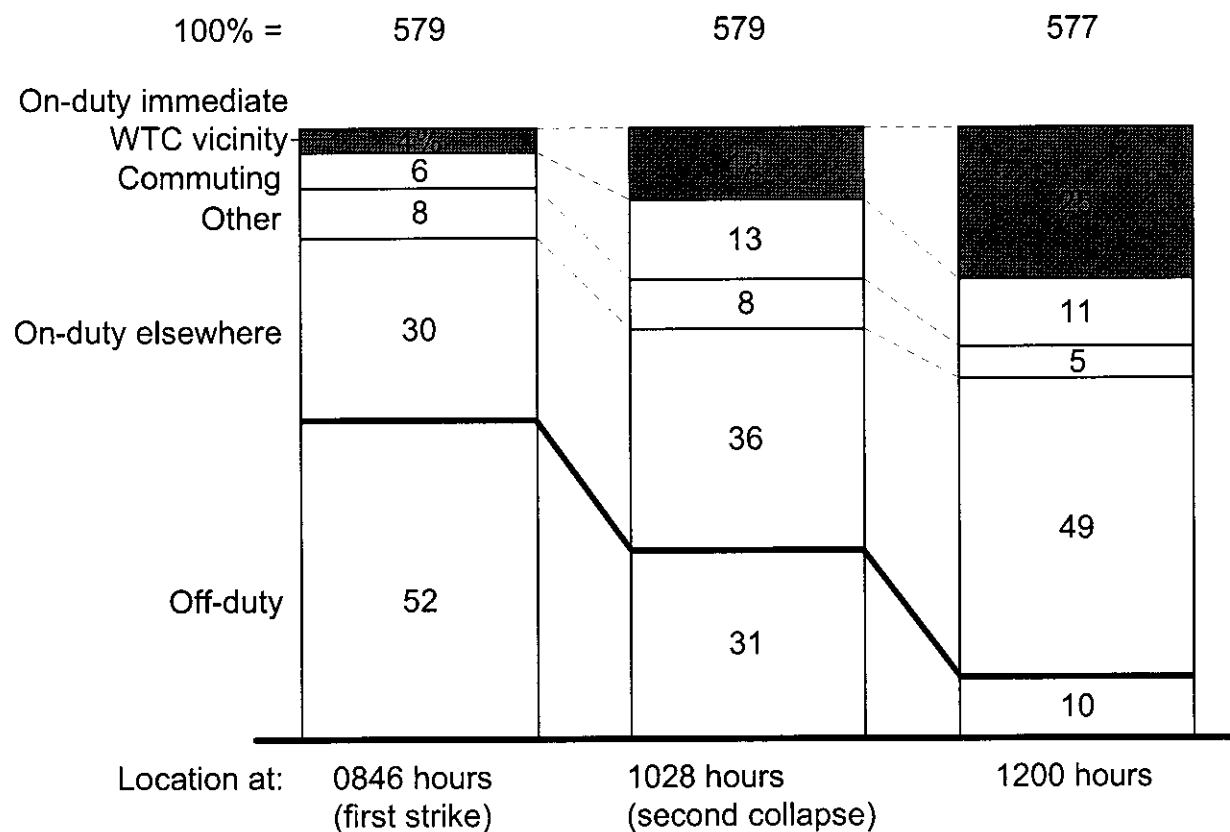
"I responded to Manhattan south of Canal Street on 9/11"



44% of those surveyed responded to disaster vicinity throughout the day and evening of 9/11

TRACKING LOCATION OF NYPD PERSONNEL ON 9/11

Percent, number of respondents

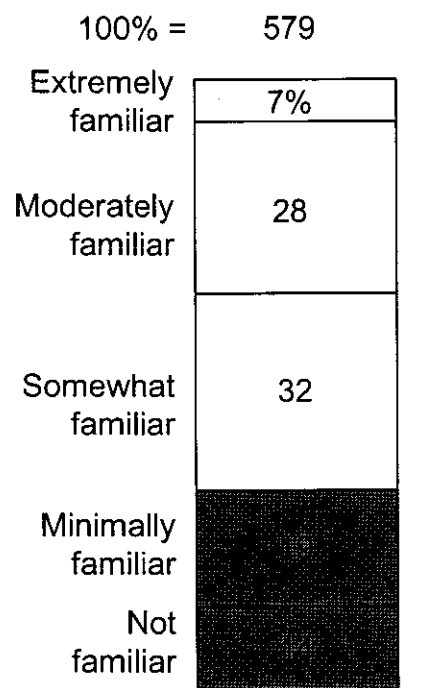


- By 1200 hours, 90% of personnel were on-duty or commuting to work
- The equivalent of about one full tour worked in the disaster vicinity

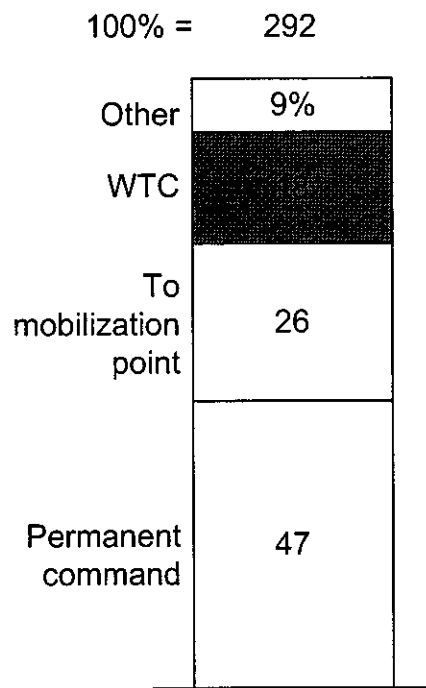
ON-DUTY MOBILIZATION

Percent, number of respondents

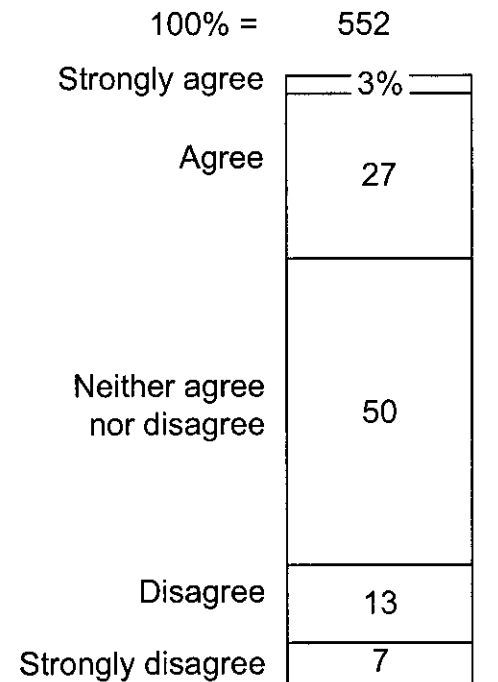
"How familiar are you with NYPD on-duty mobilization plans?"



"If you were part of the on-duty, Level 4 mobilization, where did you respond?"



"I felt that on-duty mobilization guidelines were followed well on 9/11"



* First responders = 64%

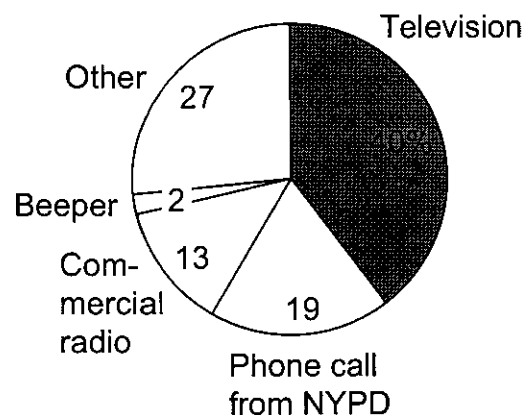
Source: NYPD Field Survey

OFF-DUTY MOBILIZATION ON 9/11

Percent, number of respondents

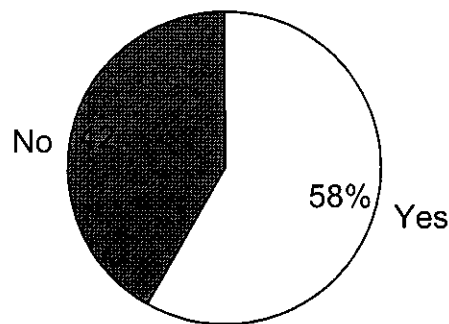
How were you first informed about the off-duty mobilization?

100% = 433



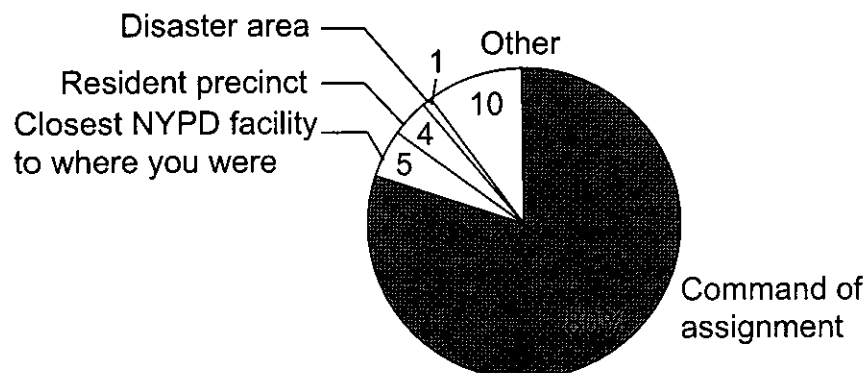
Were you clear where to report for the off-duty mobilization?

100% = 449



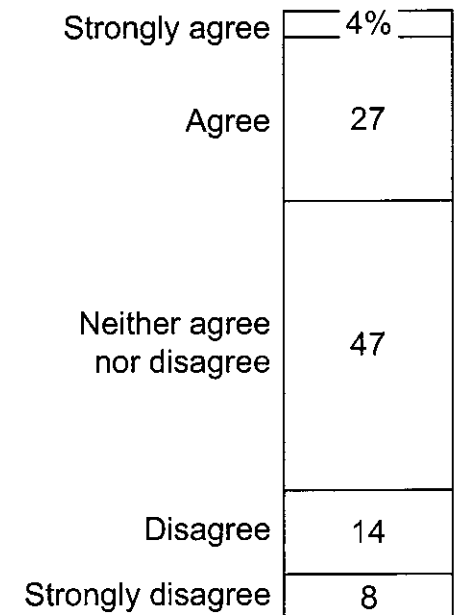
If you responded to the off-duty mobilization, where did you report for duty?

100% = 343



"I felt that off-duty mobilization guidelines were followed well on 9/11"

100% = 507

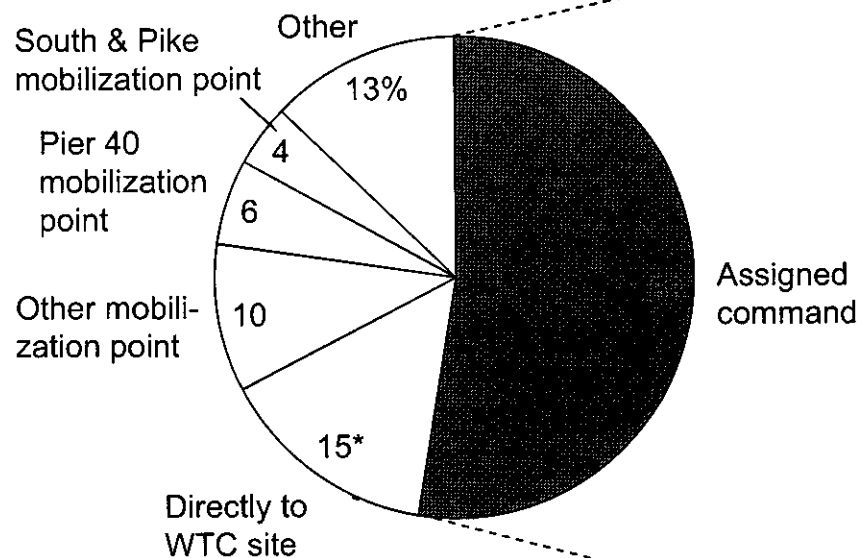


ASSIGNMENTS ON 9/11

Percent, number of respondents

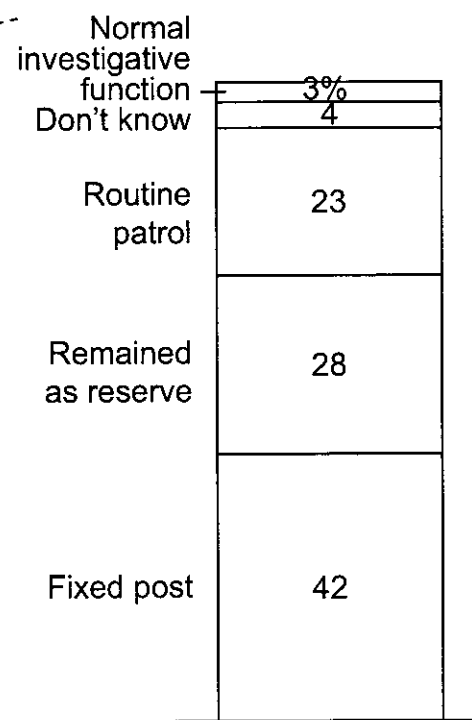
*Once you reported for duty,
where were you assigned?*

100% = 414



*If you remained at assigned command,
what was your primary duty?*

100% = 196



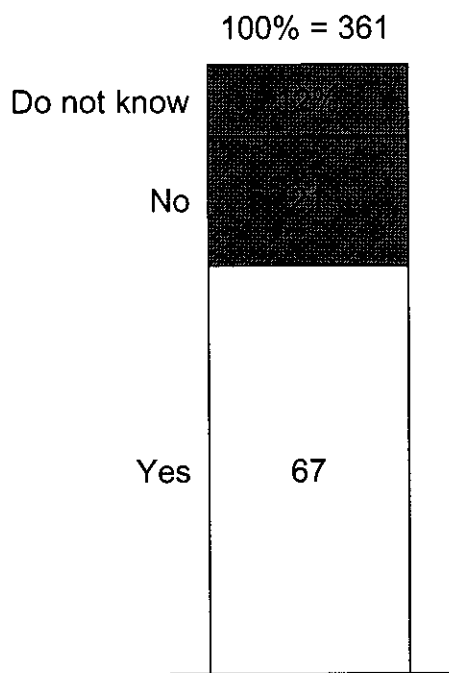
* First responders = 41%

Source: NYPD Field Survey

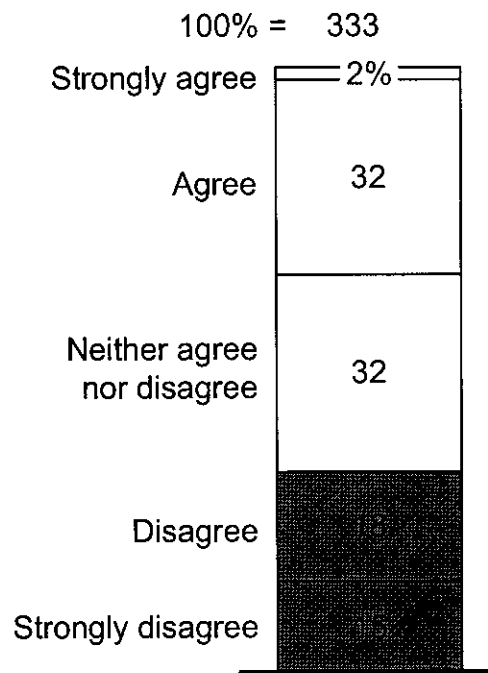
MOBILIZATION ON 9/11

Percent

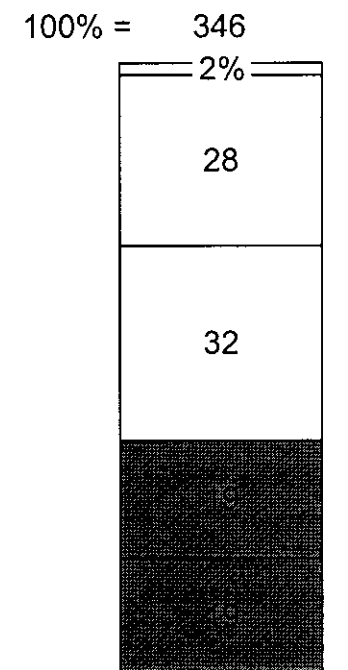
"Once at a mobilization point, were you assigned to a specific supervisor and carried on his/her roster?"



"I was clear about which mobilization point I was assigned"



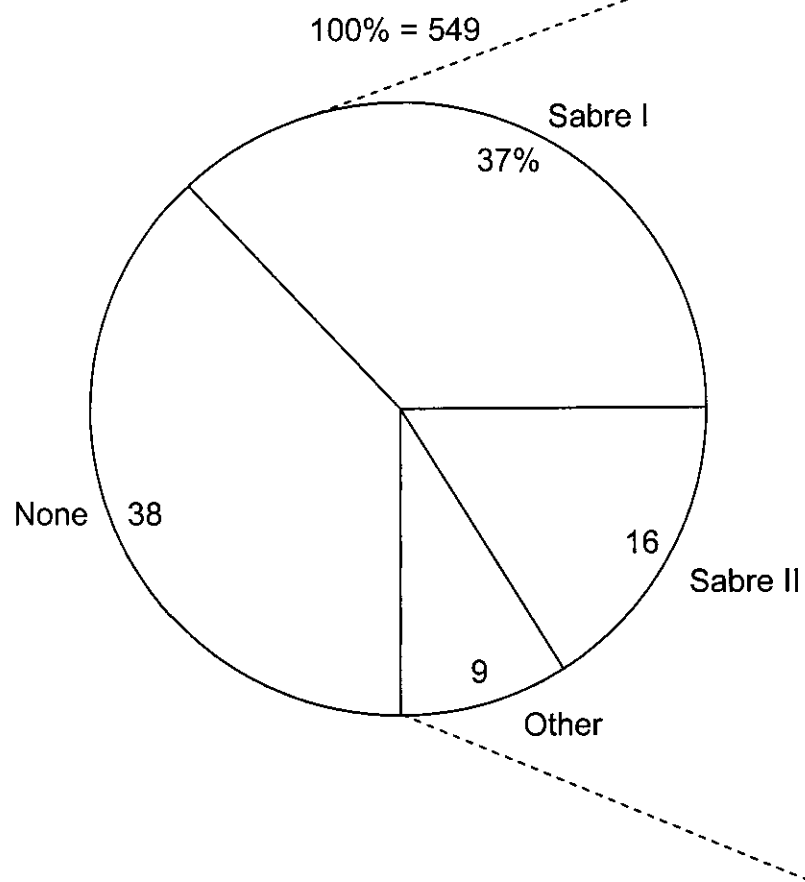
"I was given a clear location and route to my mobilization point"



COMMUNICATION ON 9/11

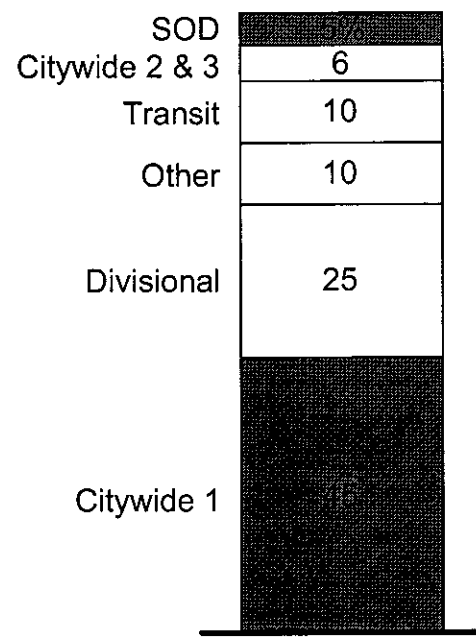
Percent, number of respondents

Type of radio used on 9/11



Primary frequency monitored

100% = 421



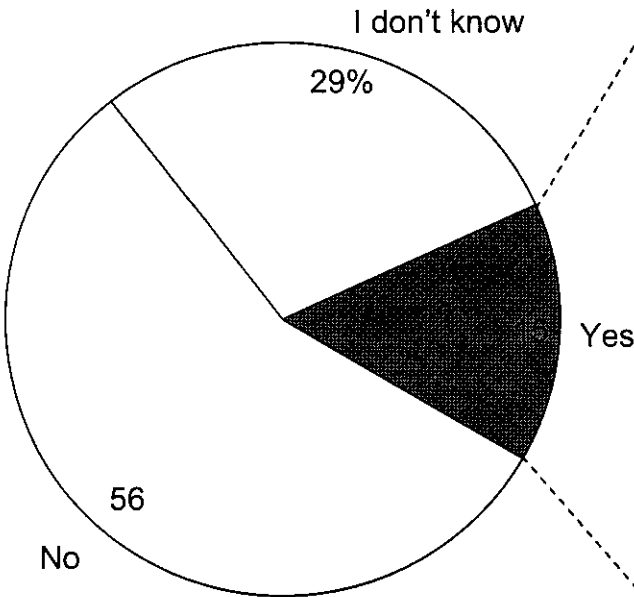
About half of MOS were monitoring Citywide 1 and SOD

RADIO PERFORMANCE ON 9/11

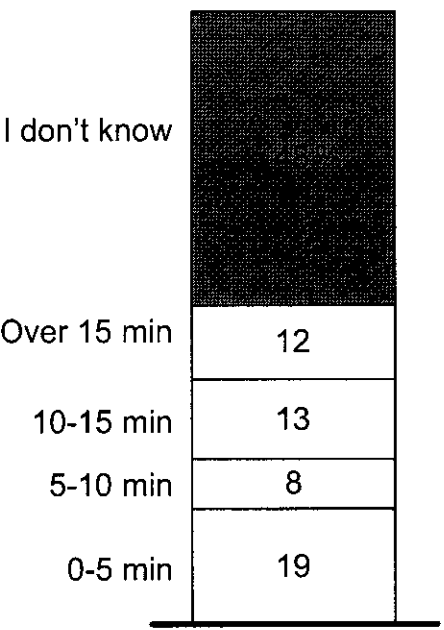
Percent, number of respondents

“Did you experience a communications failure (dead air) on 9/11?”

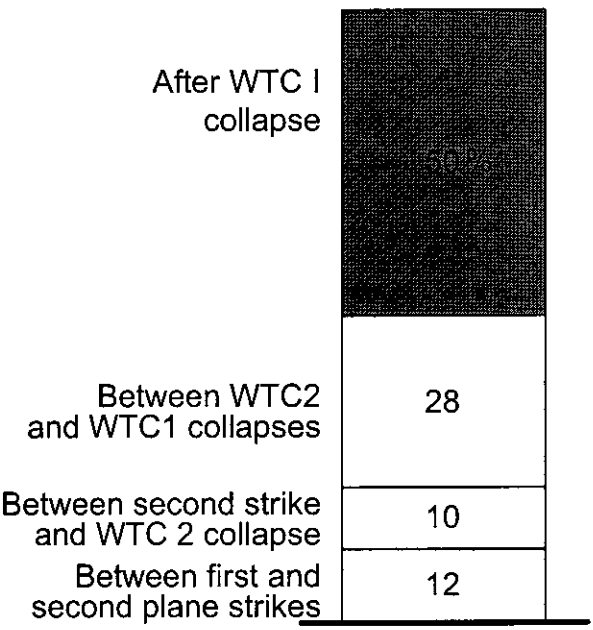
Total = 453 respondents



Length of failure



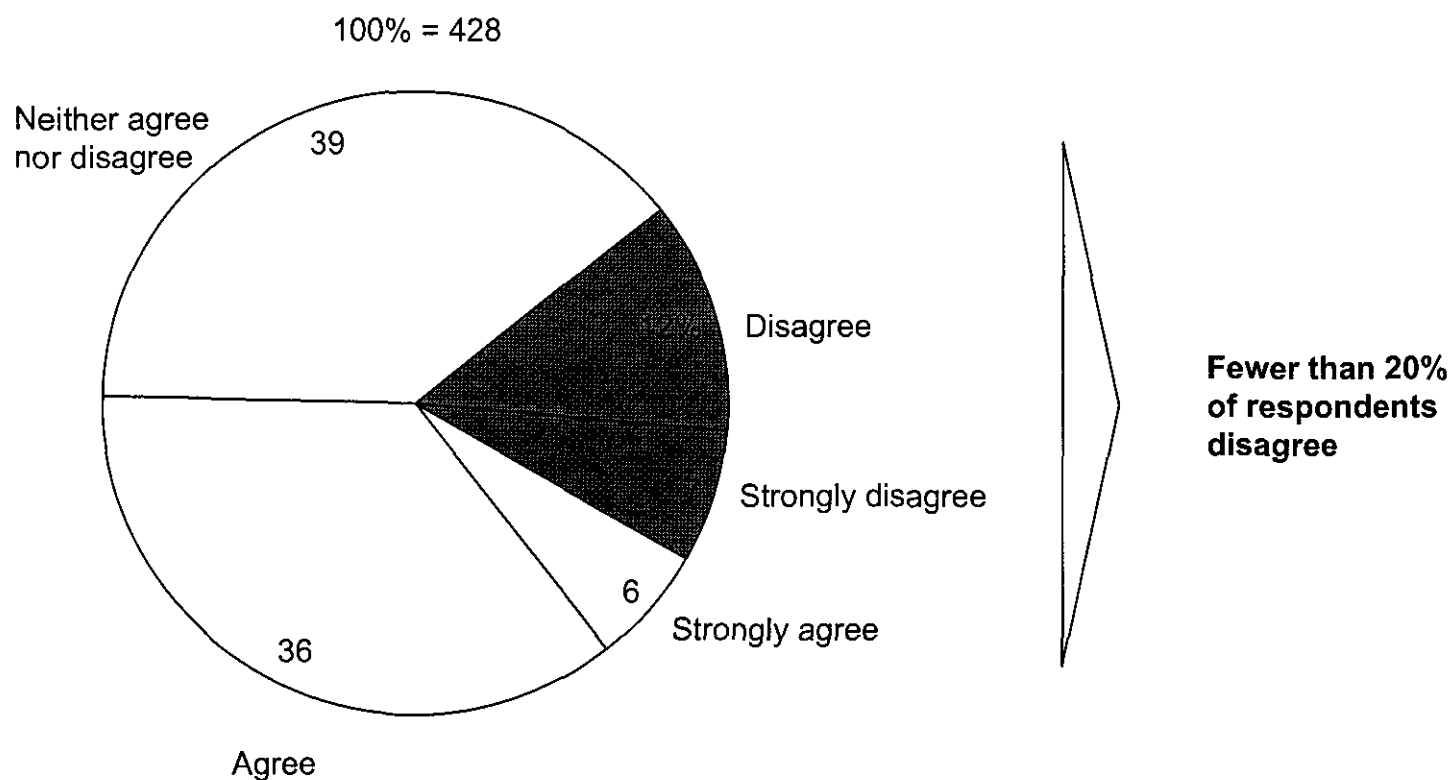
“When did your radio fail?”



RADIO PERFORMANCE ON 9/11 (CONTINUED)

Percent, number of respondents

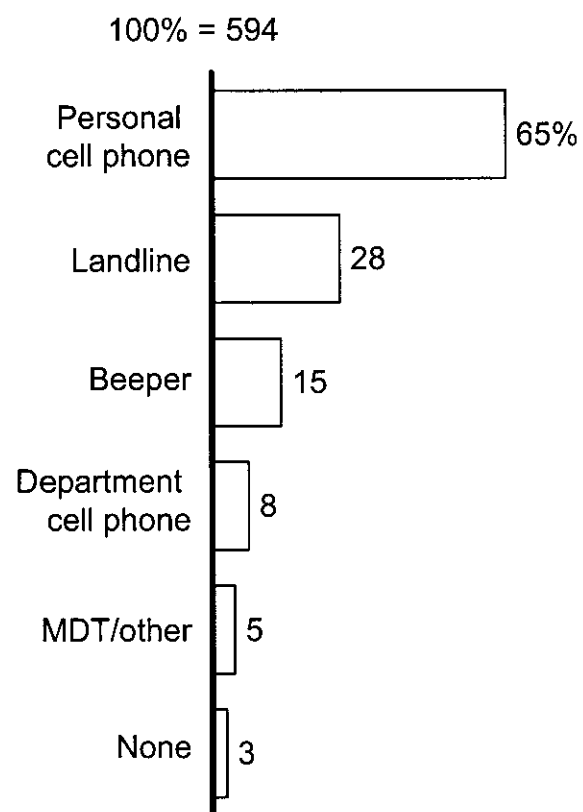
"I was able to clearly hear and decipher radio traffic on 9/11"



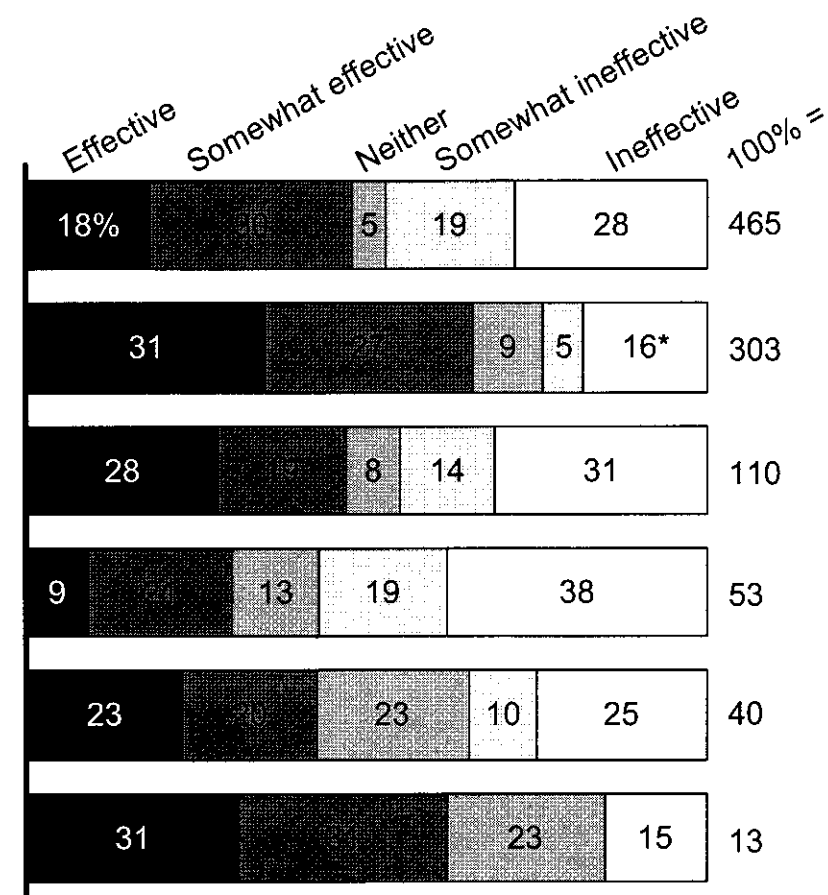
USE AND EFFECTIVENESS OF NON-RADIO COMMUNICATIONS

Percent, number of respondents

*Non-radio communications methods
used on 9/11*



Effectiveness of non-radio methods



* First responders = 83%

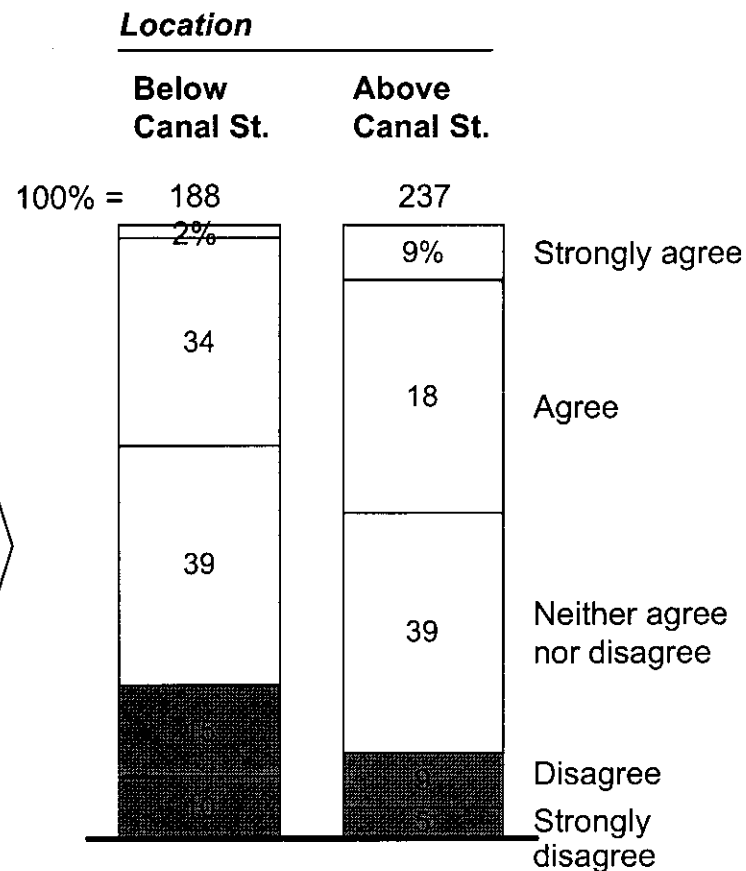
Source: NYPD Field Survey

ABILITY TO CLEARLY HEAR AND DECIPHER RADIO TRAFFIC ON 9/11 BY FREQUENCY AND LOCATION

Percent, number of respondents

Frequency breakdown

	Division	SOD	Citywide 1	Citywide 2&3	Transit
Strongly agree	11%	5%	7%	0%	0%
Agree	45	42	37	32	40
Neither agree or disagree	31	26	35	50	40
Disagree	8	22	14	14	10
Strongly disagree	5	5	7	4	10
Total (number)	102	19	180	22	40



RADIO FAILURE BY FREQUENCY AND LOCATION

Percent, number of respondents

Frequency breakdown

	Division	SOD	Citywide	Citywide	Transit
I don't know	19%	31%	27%	22%	15%
No	69	53	55	61	66
Yes	12	16	18	17	19
Total (number)	105	19	186	23	41

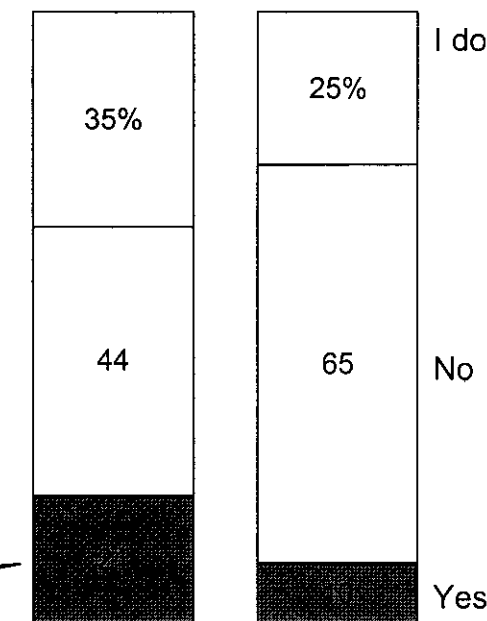
Location

Below
Canal St.

Above
Canal St.

100% = 97

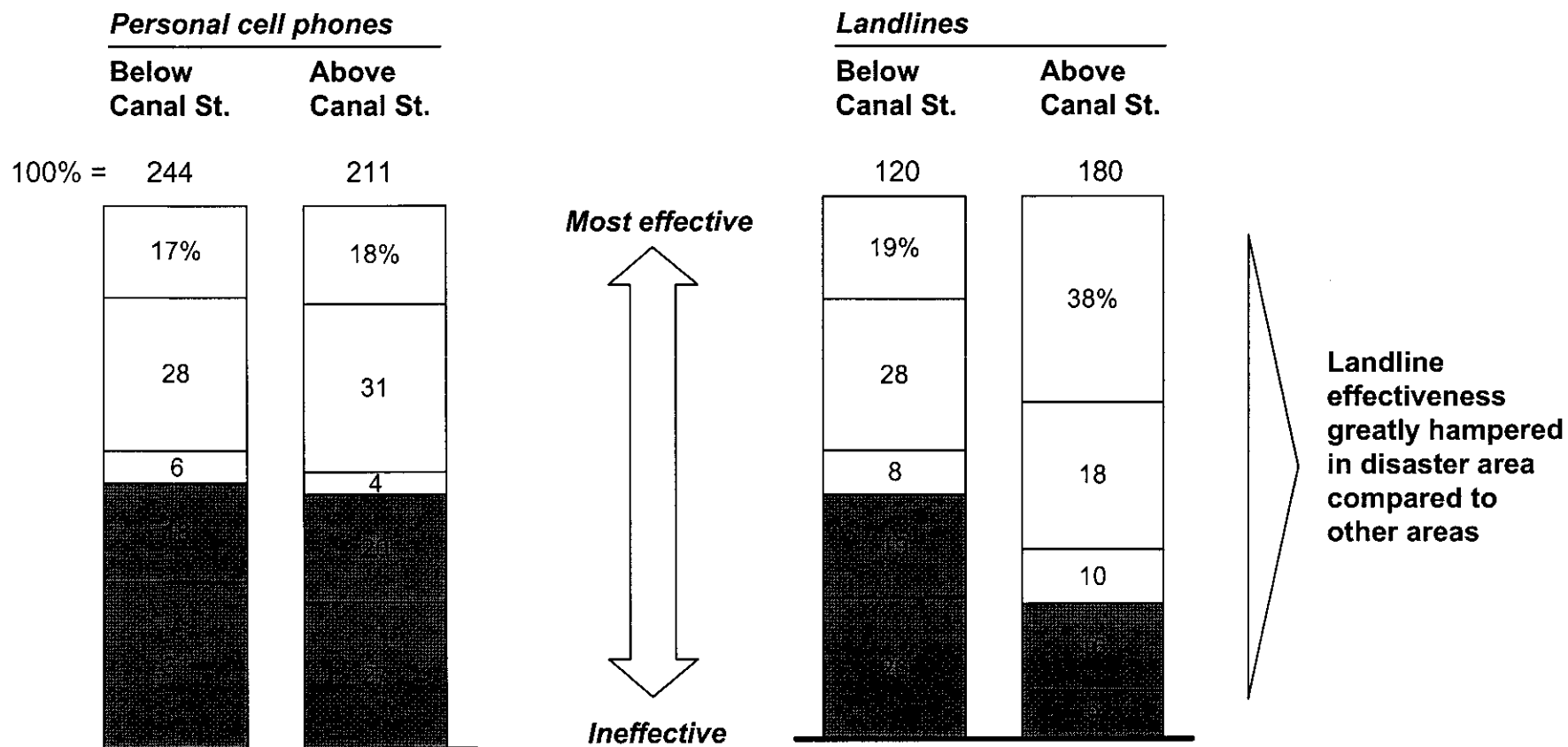
252



- Failure reported to be more prevalent in disaster area
- No significant distinction reported among frequencies

COMMUNICATIONS EQUIPMENT EFFECTIVENESS BY LOCATION

Percent, number of respondents



Note: Survey asked respondents to rank effectiveness on a 1-5 scale, with 1 being most effective and 5 being least effective

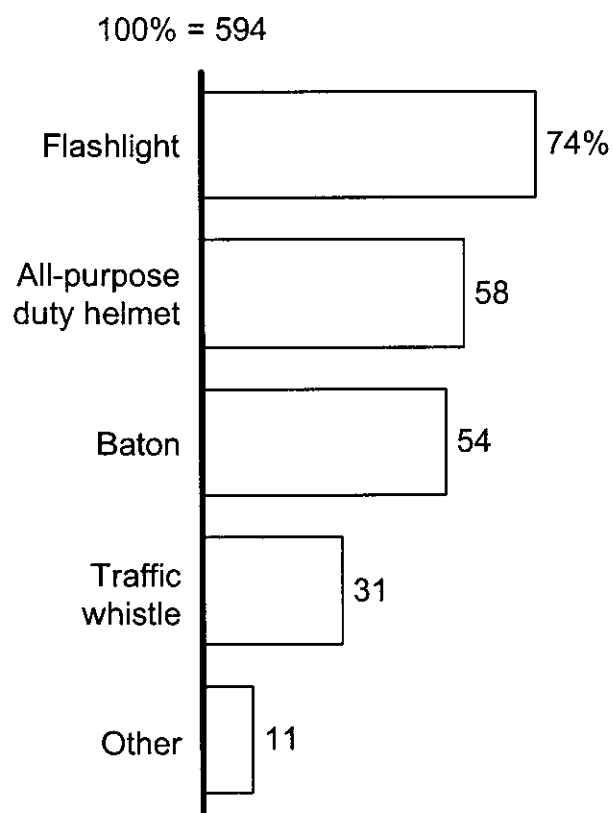
Source: NYPD Field Survey

ARRIVING WITH REQUIRED EQUIPMENT

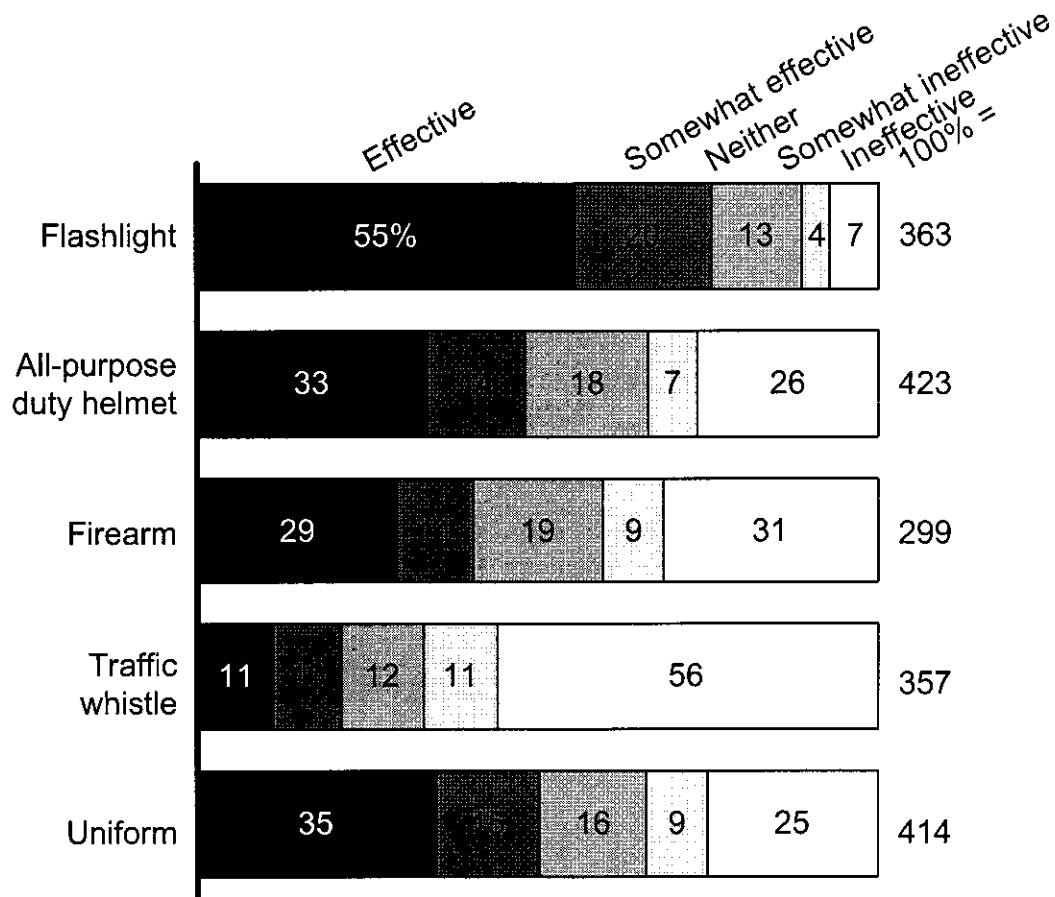
EQUIPMENT

Percent, number of respondents

What responders had on their person on 9/11



Usefulness of equipment

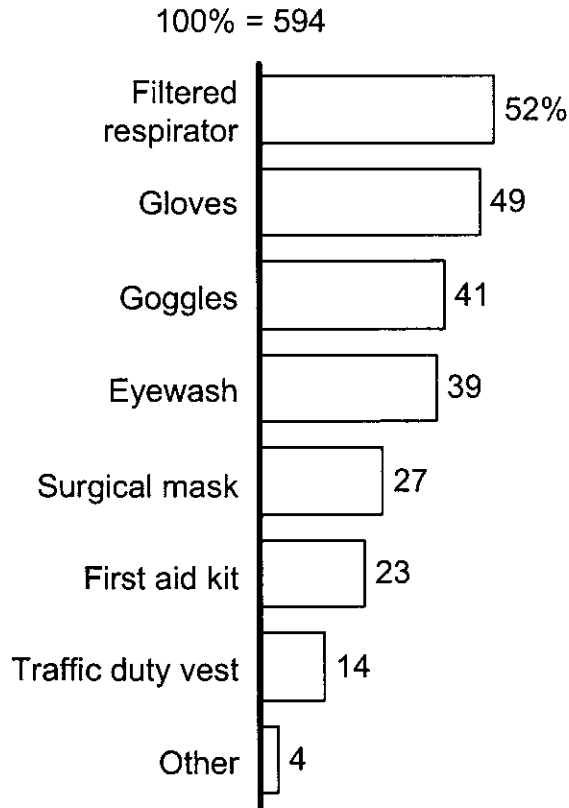


EQUIPMENT

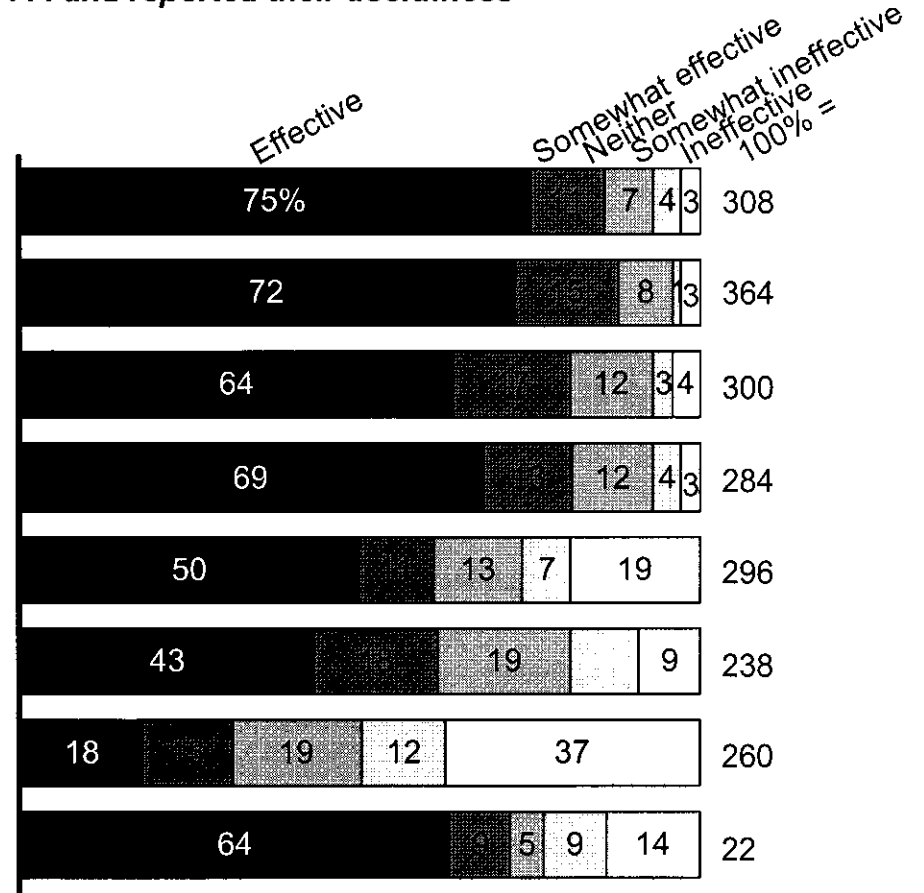
ADDITIONAL NEEDED EQUIPMENT

Percent, number of respondents

Respondents said they needed the following ...

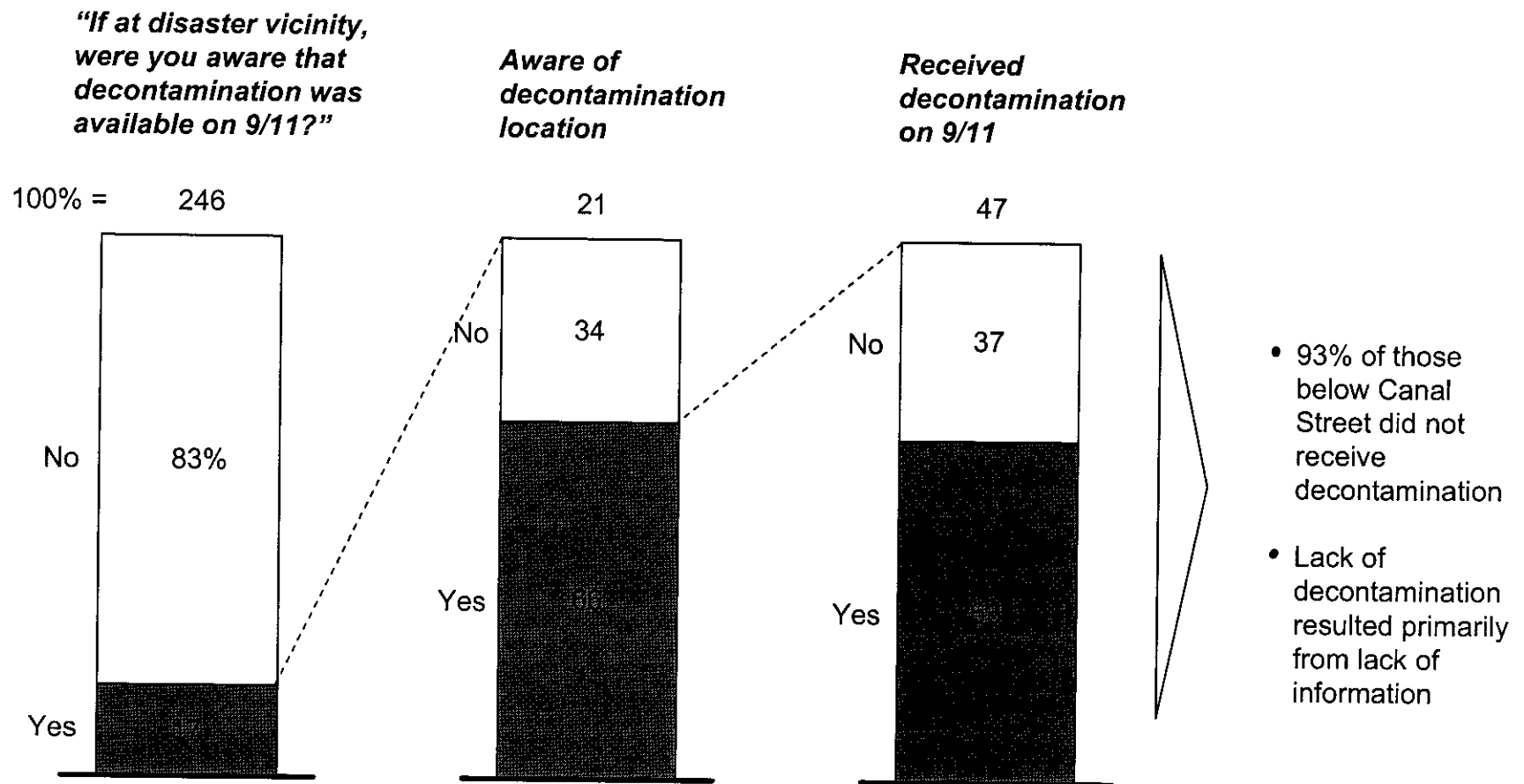


... and reported their usefulness



DECONTAMINATION EQUIPMENT

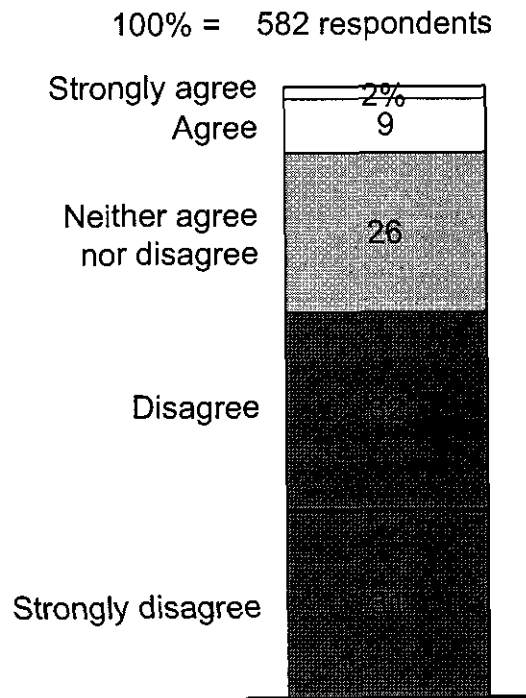
Percent, number of respondents



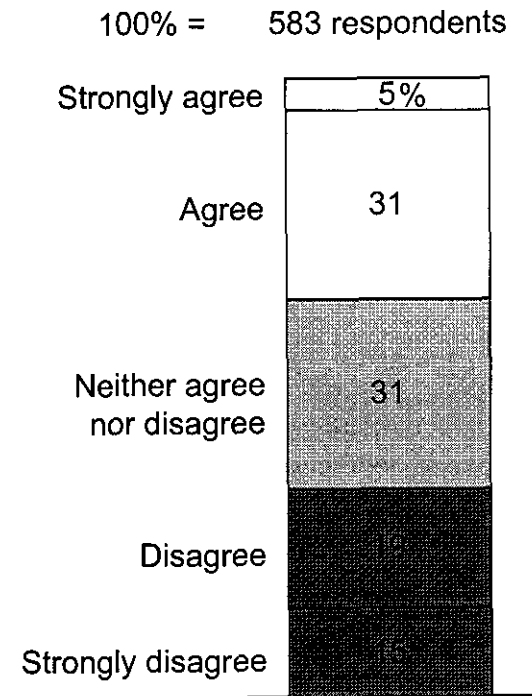
CONFIDENCE IN EQUIPMENT

Percent, number of respondents

***"I feel confident that the Department
requires me to carry the right type of
equipment to deal with a large disaster"***

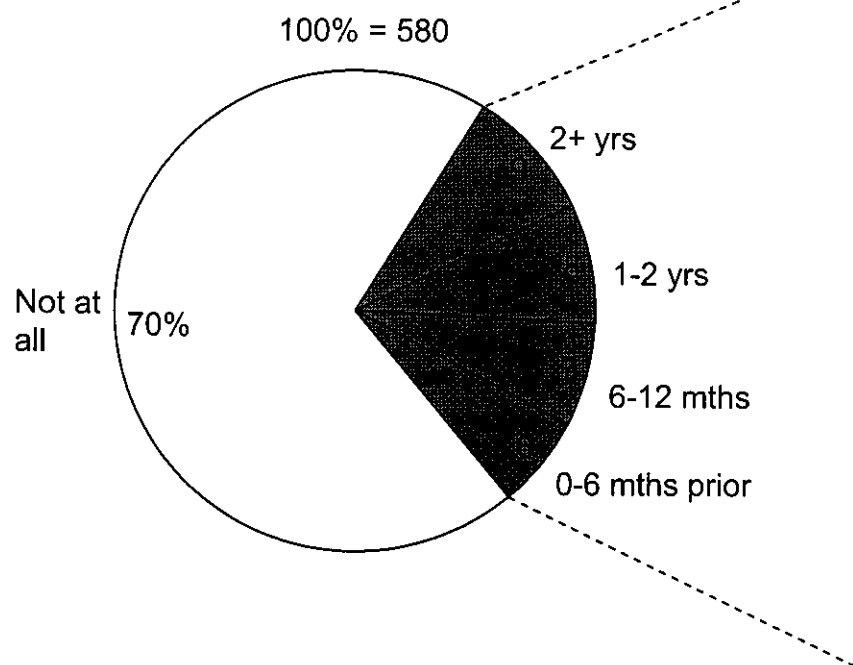


***"I feel confident that my equipment
will function properly in an emergency"***



BIO/CHEM/NUCLEAR TRAINING

Percent, number of respondents

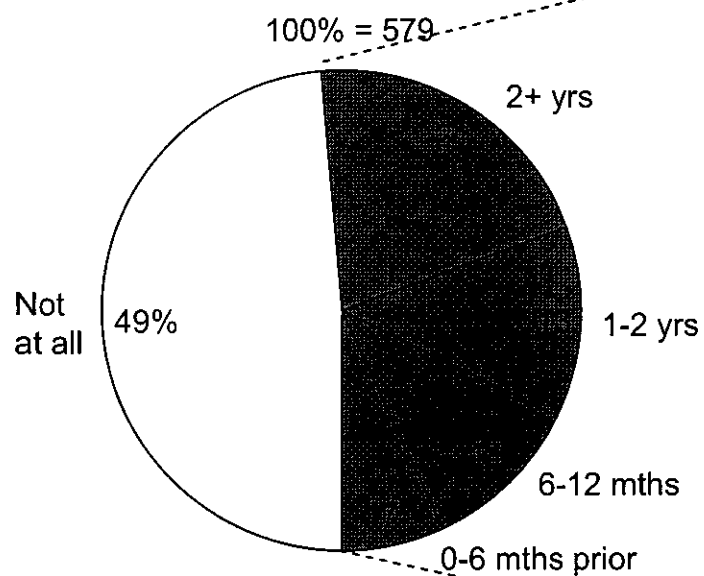
Frequency of training*Usefulness of training*

100% =	138
Very useful	12%
Useful	20
Somewhat useful	25
Not very useful	18
Not useful at all	26

HAZARDOUS MATERIALS TRAINING

Percent, number of respondents

Frequency of training



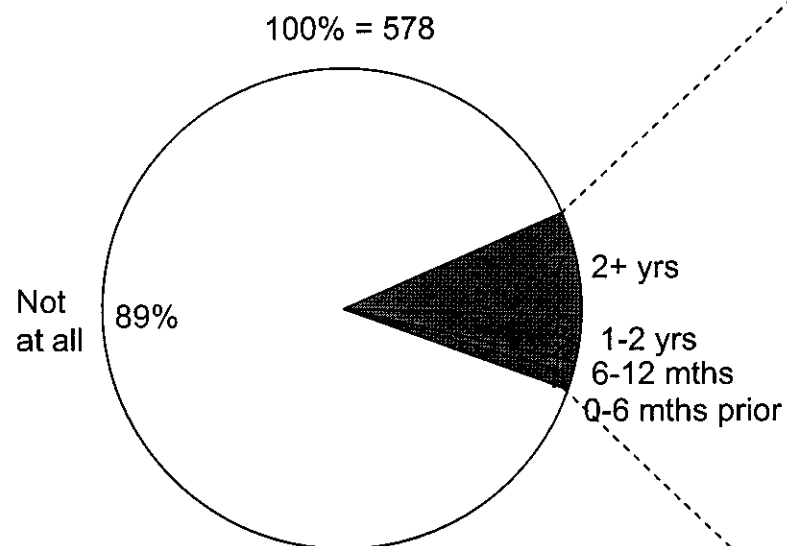
Usefulness of training

100% =	138
Very useful	8%
Useful	18
Somewhat useful	23
Not very useful	21
Not useful at all	30

BUILDING COLLAPSE TRAINING

Percent, number of respondents

Frequency of training



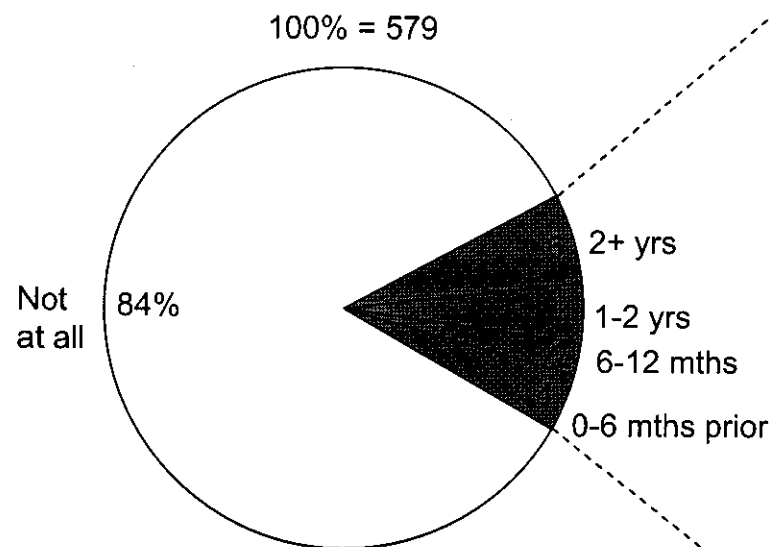
Usefulness of training

100% =	138
Very useful	11
Useful	11
Somewhat useful	31
Not very useful	26
Not useful at all	20

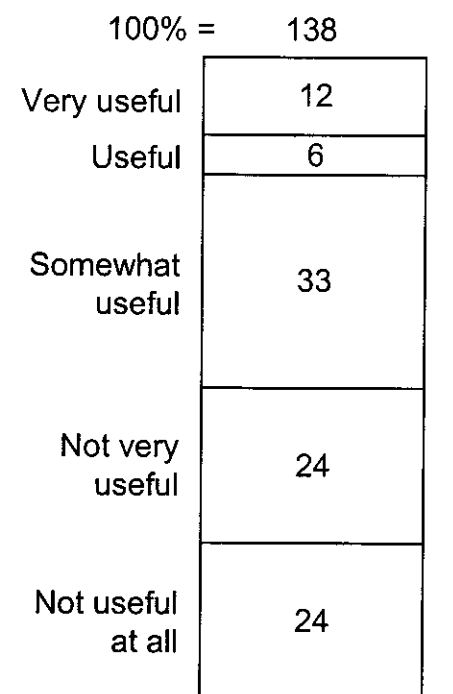
COUNTER TERRORISM TRAINING

Percent, number of respondents

Frequency of training



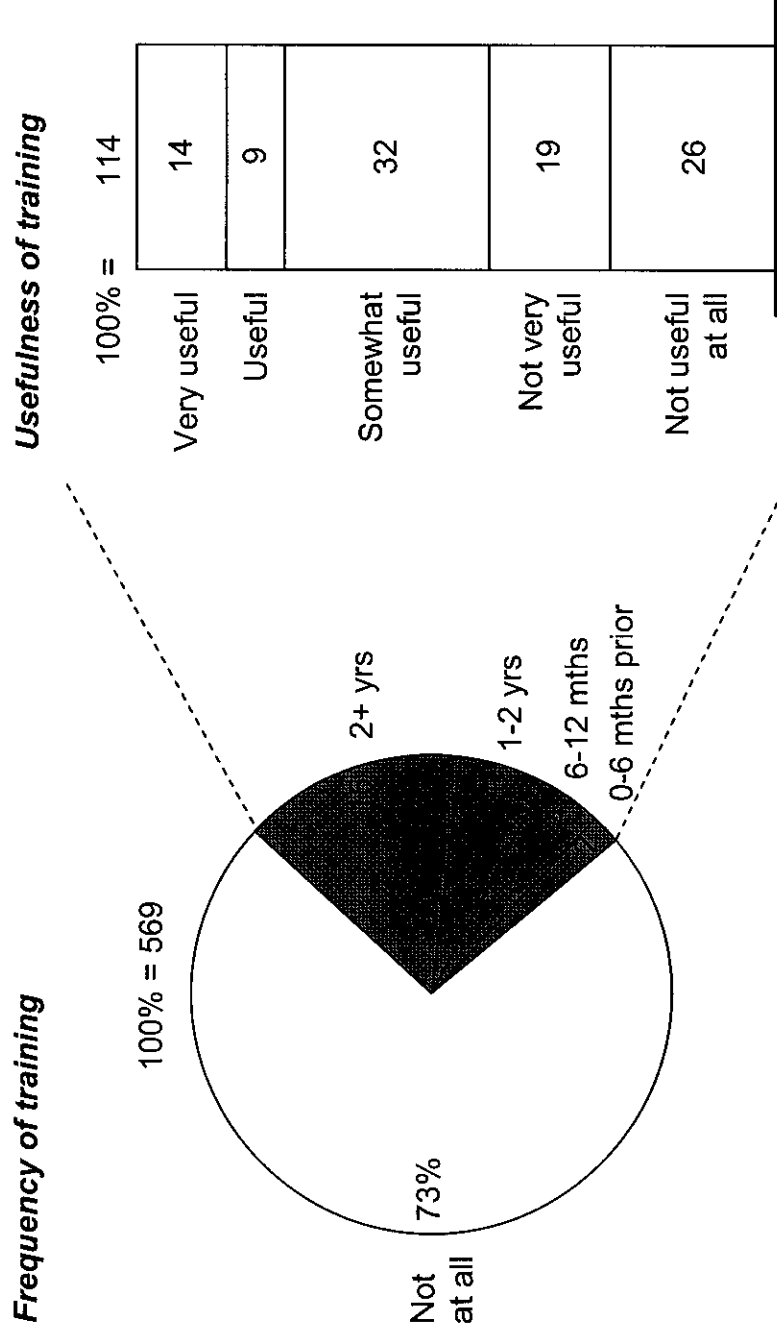
Usefulness of training



FIRE RESCUE/EVACUATION TRAINING

Percent, number of respondents

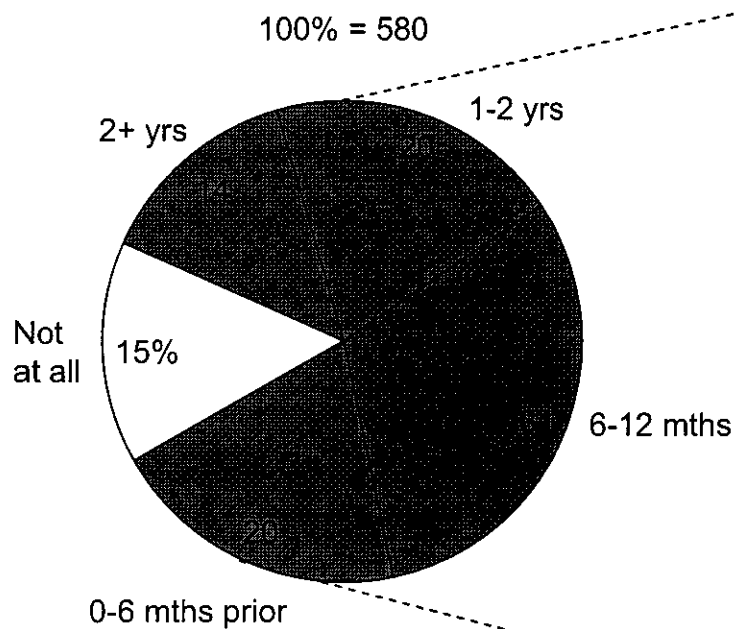
TRAINING



MOBILIZATION PROCEDURES TRAINING

Percent, number of respondents

Frequency of training



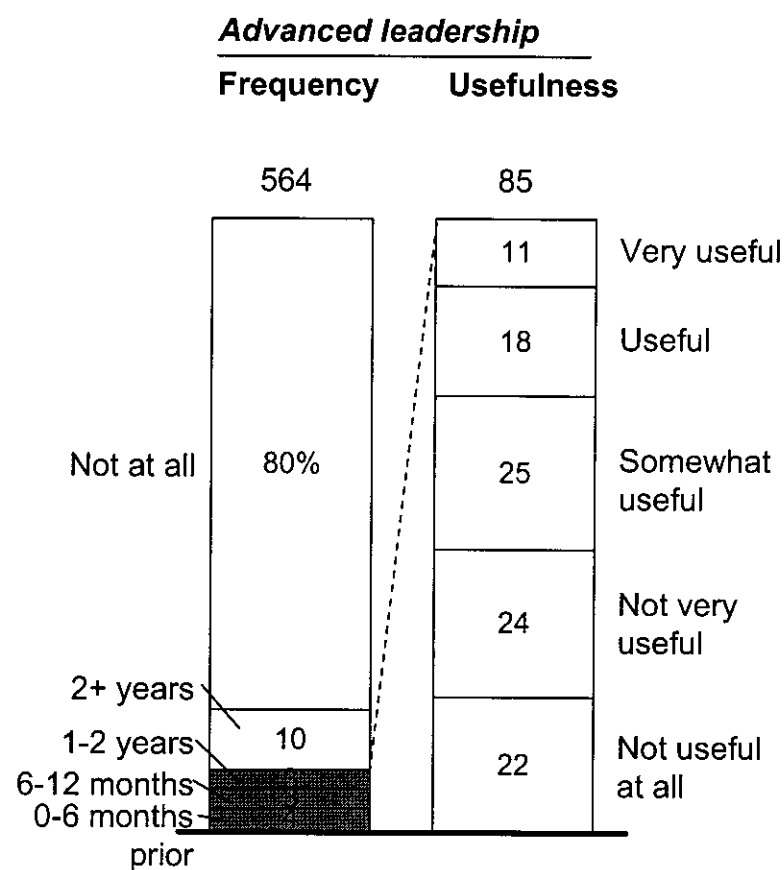
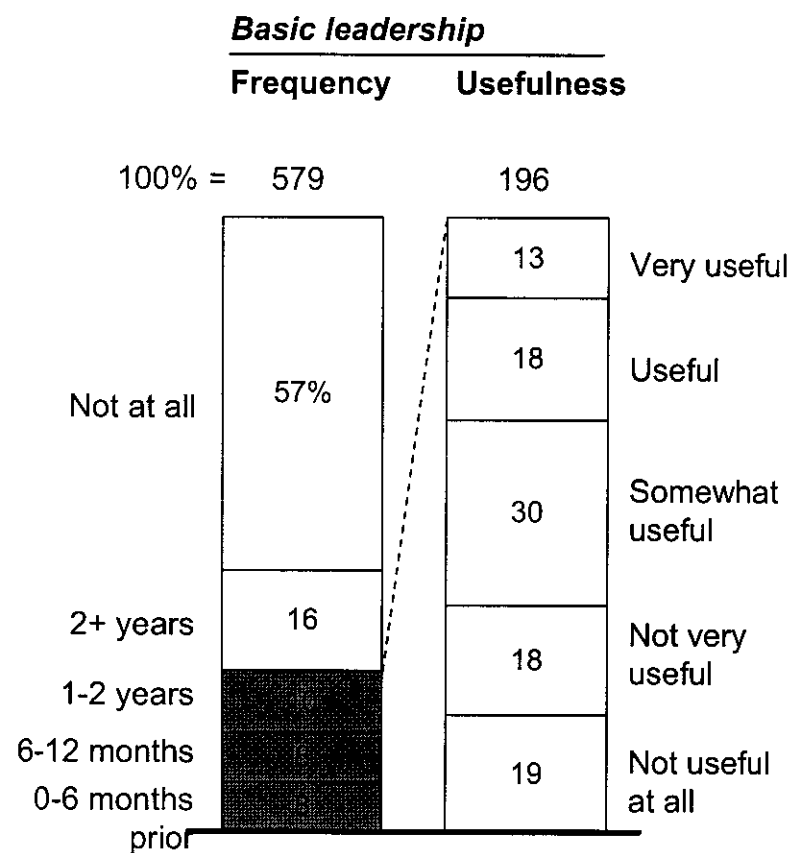
Usefulness of training

100% = 356

Very useful	12
Useful	16
Somewhat useful	28
Not very useful	18
Not useful at all	26

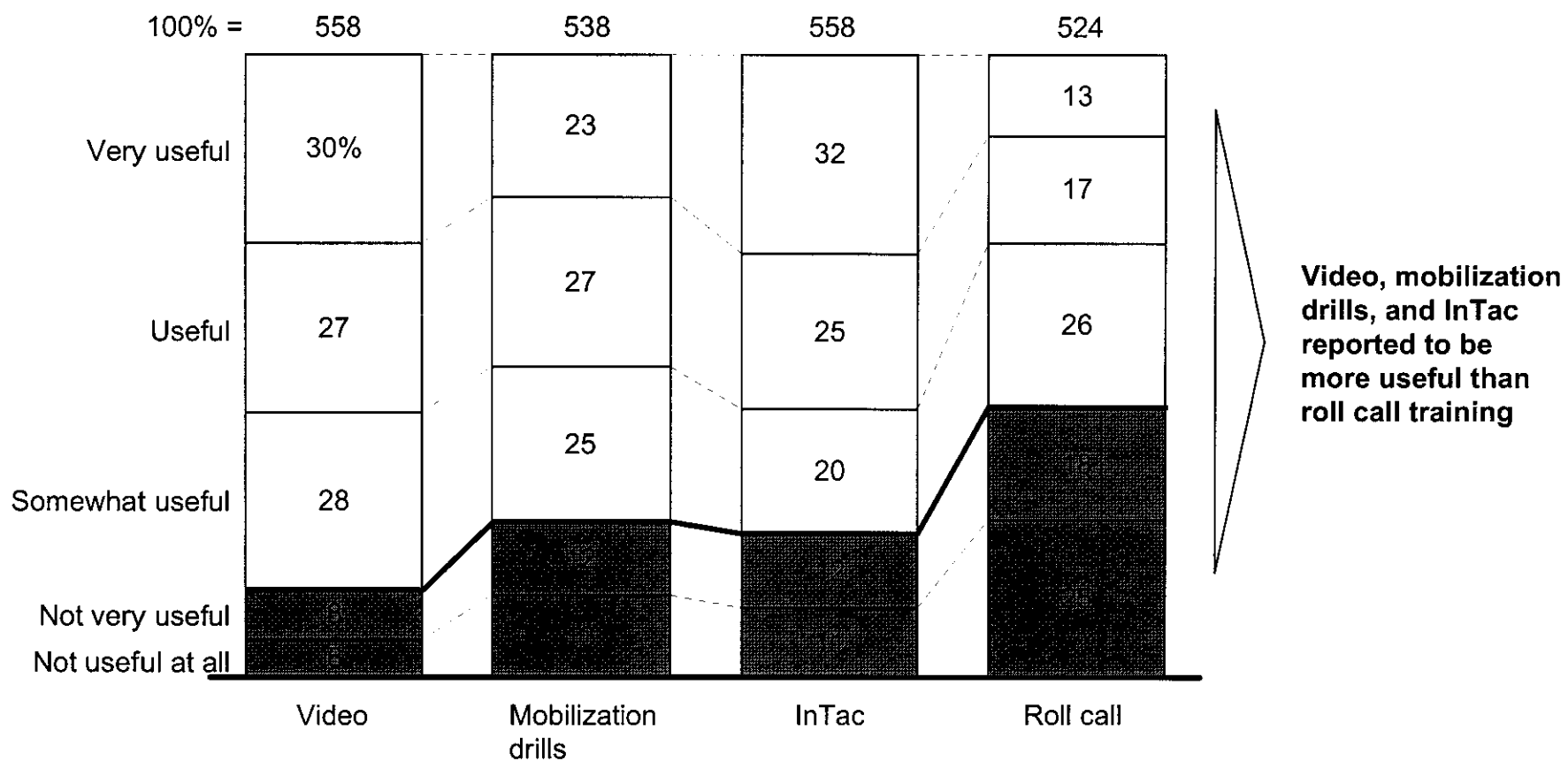
TRAINING PRIOR TO 9/11

Percent, number of respondents



TRAINING FORMAT EFFECTIVENESS

Percent, number of respondents



OPINIONS ABOUT PLANNING

Percent, number of respondents

"I feel/felt confident that NYPD developed adequate and acceptable plans to respond to emergencies"

100% =	586	574
Strongly agree	3%	2
Agree	24	18
Neither agree nor disagree	33	37
Disagree	24	21
Strongly disagree	16	16
	Prior to 9/11	As of 05/02

"I clearly know/knew my role and responsibilities during an emergency, and received appropriate training to carry them out"

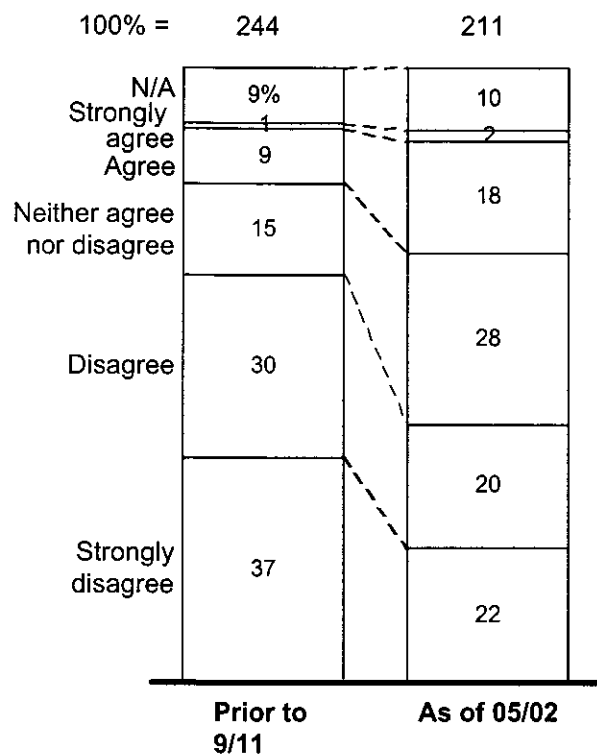
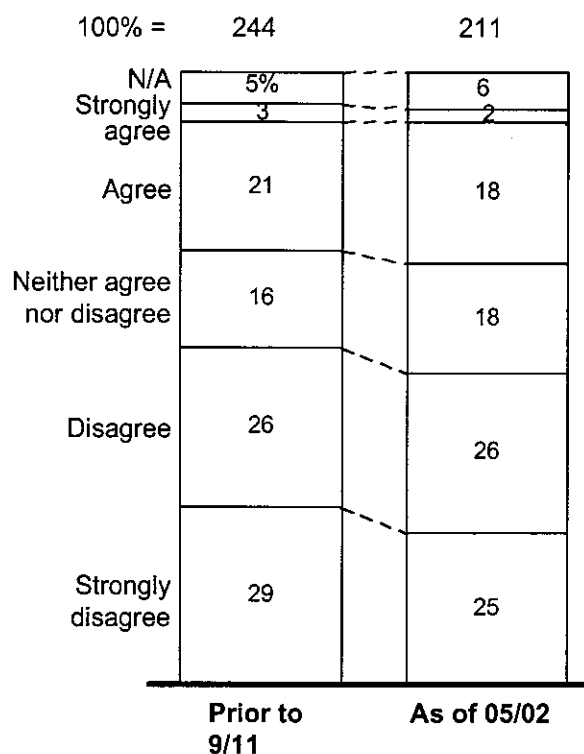
100% =	585	567
Strongly agree	2%	2
Agree	22	18
Neither agree nor disagree	30	32
Disagree	28	29
Strongly disagree	18	17
	Prior to 9/11	As of 05/02

"I am/was knowledgeable of off-duty mobilization procedures"

100% =	586	569
Strongly agree	6%	7
Agree	35	38
Neither agree nor disagree	19	16
Disagree	24	25
Strongly disagree	16	14
	Prior to 9/11	As of 05/02

OPINIONS ABOUT PLANNING (CONTINUED)

Percent, number of respondents

"I am/was familiar with and received training regarding my precinct's Disaster Plans"*"I am/was aware of the pre-assigned mobilization points and staging areas within my command"**"I feel/felt my precinct's Disaster Plans are/were adequate and covered all sensitive locations in our jurisdiction"*